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15 December 1978

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MEMORANDUM FOR: [redacted] Chairman
DCI Management Advisory Group

FROM: Director of Central Intelligence

SUBJECT: Your Memorandum to Me of 6 December 1978

1. I appreciate receiving your and the DCI MAG's views as expressed in your memo to me of 6 December and its enclosure. Clearly you have grappled with a difficult problem in a thoughtful manner. At the same time, there is nothing in your memorandum which is new to my consideration of this issue.

2. Your memo does disclose one area in which certain features of my management style and policy may not be clear to you. Specifically, I believe that a certain amount of flexibility is necessary and desirable in all management policies that are driven by regulation, as opposed to law. Without some flexibility we are frequently driven into absurd or extreme positions, particularly in the area of personnel matters. I doubt that there is one of us who over the years has not asked for and received exception to some established personnel policy. This is as it should and must be, though it is incumbent upon those of us who grant the exceptions to do so in ways that are neither arbitrary nor partial.

3. Again, I appreciate the thoroughness and forthrightness of your views. I do not see any reason to change my decision in this particular instance.

4. I look forward to meeting with the MAG and working constructively on a wide range of issues during the rest of this year. I regret that the press of the FY 80 budget, the Iranian situation, and a number of other issues prevent my meeting with you this week as originally scheduled. We will pick that up early next year.

STANSFIELD TURNER

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